

14. With reference to the Publications Board and the office's provision for approval of substantive issuances, the IG recommends that the Publications Board be established as a full-time group of four senior members of the office responsible for planning, reviewing, and controlling all substantive issuances.

The IG's recommendation is readily recognized as an ideal stated in organizational form, and it is, in fact, almost identical with the earliest thinking in OCI on the problem of providing a uniform procedure for clearance of intelligence production. The institution of a Publications Board in OCI was from the outset a conscious attempt to profit from the experience of ORE which had suffered for lack of a similar organizational device.

Despite the additional cost of maintaining a number of senior positions devoted to a formal board in continuous session the office gave serious consideration to a solution as ideal and simple as that recommended by the IG. The objection in practice to such a solution is that the substantive division chiefs, who should be members of the Board, cannot be in a continuous Board session and run their divisions at the same time. The present procedure of the office is its application of the ideal principle to the practical necessities of a fast moving operation, and as can be seen in what follows, the principle is observed without incurring the cost of additional senior intelligence officers.

The discussion under 8b above will have sufficed to show how the Board operates with reference to the C.I.B. For the C.I.D. the Board is not convened. Articles are passed by the divisions to the Editorial Division, Production Staff, where they are checked by the editors and by the Chairman of the Publications Board. The Weekly Review is actually processed by the Board but in a series of relatively informal meetings. The three principals in these sessions are the Soviet Staff Chief, the Regional Staff Chief and the Production Staff Chief (who is ex officio Chairman of the Publications Board). These meetings continue as required up to the close of business on Wednesday, division chiefs attending on call. The final session takes place at the opening of business each Thursday morning in the AD's office, when the draft of the entire weekly is approved by the AD, after discussion with the three staff chiefs referred to above. Intelligence notes and memoranda observe the principle in a somewhat different but equally effective manner, as provided for in printed office instructions. The draft which reaches the Production Staff has attached to it a printed form on which the appropriate staff chief must explain the memo's origin and justification, certify that any necessary

coordination has been effected, and signify his approval of the memo's substance. The draft then goes to the Editorial Division where it is checked for form and proofed. The next and last step in the process is to obtain the AD's approval. The final draft may not be run off for distribution until the AD has initialed his approval on the printed form attached to the draft.